

City of Charlotte

Employee Placement Policy

Adopted by:

City Council

August 22, 1994

and

Expanded Placement Guidelines

Effective:

June 1995

CITY OF CHARLOTTE

EMPLOYEE PLACEMENT POLICY

Policy

Through strategic business planning, the City of Charlotte can meet the demands of a competitive market and provide safety, health and quality of life to the citizens. It is the goal of the City of Charlotte to deliver quality public services to the community through the empowerment of skilled, motivated employees who are sensitive to the day to day needs of the citizens. It is the goal of this organization to retain employees with good job performance.

It is management's responsibility to anticipate and plan for changes in order to motivate and retain productive, contributing employees. In situations when employees' positions are eliminated, every effort will be made to place employees who meet performance expectations and wish to continue in City employment.

Employee Performance Expectations

Employees of the City of Charlotte are entrusted with the responsibility of providing quality services to the citizens of Charlotte. Employees will be held accountable for producing quality work and for exhibiting the highest commitment to honesty, integrity and customer service. The level of performance exhibited by employees will be one of the major factors considered when retention decisions are made in the organization.

Employee Performance and Placement Criteria

When Key Business Executives must make decisions regarding reductions of the workforce, performance, attendance and employee's knowledge, skills, and abilities will be used as criteria in determining the placement of employees as follows:

1. Employees whose present performance is "Good Performance Which Meets and Periodically Exceeds Requirements" or "Consistently Far Exceeds Requirements" will be given placement priority. Employees whose present performance is "Meets Basic Requirements" will be given lower priority for placement.
2. An employee whose performance is "Meets Basic Requirements" may be displaced by an employee with a higher performance rating.
3. An employee who does not meet the performance or attendance standards of the organization should be considered for displacement.
4. An employee who meets the performance and attendance expectations of the City of Charlotte and whose position is eliminated should recognize that training or retraining may be required for successful job placement. This may mean some training time outside of normal working hours. However, every effort will be made to allow for training during an employee's normal work hours.
5. The level and diversity of knowledge, skills and abilities of the employees in the Key Business Unit should be considered when evaluating employees for retention. Retainment consideration should be given to the employees in the Key Business Unit who possess the qualifications that are necessary to deliver existing and future programs.

Procedures

1. Key Business Executives who have to reduce their workforce will submit a plan for reductions to the City Manager. The Human Resources Department will be available to work with the key business upon request in developing the reduction plan.
2. The plan should include the names, positions and performance ratings of the employees to be placed. The plan should include internal placement options for the affected employee.
3. Once the key business' plan is approved by the Manager, the Key Business Executive will meet personally with each displaced employee. The Key Business Executive should give the employees as much information as possible to help them to understand how they were identified as the displaced employee.
4. The Key Business Executive should notify Human Resources once the plan is approved by the Manager and provide the names and disposition of the employees who are affected.
5. Human Resources will begin to identify possible placements outside of the employees' Key Business Unit for the employees who are to be placed.
6. Human Resources will meet with the employees as soon as possible following the employees' meeting with the Key Business Executive and advise them of possible placement options.
7. Every effort will be made to place employees who have good performance. However, there will be no guarantee of placement for any employee.
8. Employees who are not placed in the organization will be laid off.
9. Affected employees will receive a severance allowance of one week of pay for each year of productive employment.
10. Employees will not receive a week of pay for any evaluation period that their performance level was below the City's performance expectations.
11. Placement decisions will not be grievable.

City Organization Commitments

1. Support an employee placement policy with practices that enable employees to perform their jobs and make contributions to the organization. These practices include planning for change, investing in training, emphasis on coaching, counseling and empowerment.
2. Assist displaced employees (due to service changes, competition, contracting or privatization) who meet the employee performance expectations to find an appropriate position, either with the same or another Key Business Unit.

EXPANDED PLACEMENT GUIDELINES

June 1995

Placement Guidelines Objective

These guidelines are provided to assist the key businesses with placement of employees whose jobs are to be eliminated. The purpose of these guidelines is to supplement the Employee Placement Policy, approved by City Council on August 22, 1994, in order to ensure that employees have every opportunity for continued employment with the City or, if necessary, are equipped to market themselves outside the City. The City's goal, however, continues to be to place employees within the City where possible.

These guidelines should be referred to when the key business unit is considering the elimination of filled positions due to competition/privatization decisions, restructuring, changes in technology and/or funding reductions.

GUIDELINES

1. Prepare a placement plan, include the applicable items below in the plan:

- a. List the names and job titles of the employees to be affected. This decision should be based on job related criteria, i. e., performance, attendance and specialized skills and abilities that are of value to the key business. The placement plan should include the process used to determine which employees are to be displaced.
- b. Develop a timetable for the completion of the employee placement or layoff, if necessary, taking into account the earliest date that an employee could be transferred to another department and the earliest date that the employee may be laid off. Also indicate the date by which employees must be placed.
- c. List planned or possible placement opportunities for the employees within the key business unit, including training needs for specific employees in order for them to be placed in other positions.
- d. If no placement opportunity is available within the KBU, list available positions and key business units that may have opportunities for specific employees based on their total work experience. Key Business Executives are encouraged to work with each other to expedite placement of employees in other KBU's. This may include circulating the names employees needing placement, their job titles and any other relevant information.
- e. If the KBU is not recommending that the employee be placed in the KBU or in another KBU, the plan should provide a recommendation for further action and the basis for this decision.

- f. If outplacement services are recommended, make suggestions for the type of services that may be needed.
 - g. Prior to implementation, a placement plan must be developed and approved by the City Manager. Plans submitted to the City Manager for approval should be first forwarded to Human Resources for comment. Human Resources is available to work with KBUs in developing placement plans.
 - h. Upon approval by the City Manager, the KBE should inform Human Resources and provide HRD with a copy of the approved plan.
2. After approval of the placement plan, schedule an initial meeting with the affected employee(s). (It is important that affected employees are informed early in the process to avoid hearing the news from sources other than the KBE or their supervisor. The information communicated to employees at the initial meeting may not be finalized at the time; however, it will be less stressful for the affected employees if a definitive plan can be shared with employees during the initial conversation.) Human Resources is available to participate in this meeting if requested.
 3. After the initial meeting in the key business, Human Resource staff will be available to meet with employees, in groups or individually, to assist and advise them with finding job placement opportunities.
 4. Human Resources will work with each employee who has been notified that their job will be eliminated and will assist the employee in every way possible to obtain other employment with the City; however, placement efforts may be discontinued if an employee receives a reasonable job offer for a City position which appears to meet the major job considerations of the employee.
 5. Vacant positions will not be frozen pending placement of affected employees; however, Key Businesses are to give affected employees first consideration for vacant positions for which they qualify. Human Resources may ask KBU's to provide justification for not placing a qualified affected employee in a vacant position.
 6. It may not be possible to place all affected employees in City positions and it is anticipated that some employees may be laid off. Key Business Executives have the flexibility of determining the point at which the organization would be best served by processing the appropriate paperwork to pay severance and terminate the employee.

Options for Internal Placement of Employees

1. The hiring department may accept an employee on a trial basis. If the employee is unsuccessful during the trial period, further placement efforts on behalf of the employee will be made. The time allotted for trial period should be negotiated between the two departments and agreed on prior to the employee beginning the trial period, typically no more than 90 days.

2. The employee's department may continue to pay the employee's salary during some portion of the trial period, typically, no more than 30 days.
3. If intensive on-the-job training is indicated, the hiring key business could work with the employee(s) to develop a specific training plan that details the responsibilities of both the department and employee.
4. If standard on-the-job training may not be sufficient, the KBU can request the Training Team to provide assistance in developing a training plan for specific employees.
5. There are many options for determining the appropriate salary of the placed employee. Factors to consider when determining salary include the market value of the new job; the employee's current salary, experience and City service; and internal equity. The Human Resources department staff is available to work with departments to assist in making salary decisions.

RESPONSIBILITIES OF KEY BUSINESS WITH EMPLOYEES TO BE PLACED

The responsibilities listed below are to guide key businesses, Human Resources and affected employees through the successful transition of changing jobs, whether the new position is with the same KBU, in another City department or with another governmental agency or a private company.

1. The key business executive should conduct an initial meeting with the employees to inform them of the decision to eliminate their positions.
2. Provide the employee with as much relevant information as possible during the first meeting and throughout the transition process.
3. Be open and honest with employees; allow for a good exchange of questions and answers.
4. Work with each employee who needs placement to develop a personal plan of action and complete the Employee Profile form.
5. Be supportive and sensitive to employees. Assist employees with handling their anxiety and frustration at being told that they no longer have a position.
6. Assist employees with improving their job search skills, allowing them time during work hours for job interviews, training opportunities and other assistance such as the services of the Employee Assistance Program.

RESPONSIBILITIES OF THE HIRING KEY BUSINESS UNIT

1. Be open minded when interviewing employees needing to be placed. Unless there are compelling reasons to the contrary, hire equally qualified displaced employees over employees from other City departments or from the outside.
2. Consider the attributes and various experiences that the employee could bring to the new job and how they could benefit the KBU.
3. Provide the employee with complete information about the available position.
4. Provide HR with useful feedback when employees are not selected.
5. If hired, provide the employee with a comprehensive orientation session to ensure that the employee is knowledgeable of the unit's rules, objectives and ways of doing business.
6. Provide the employee with thorough on-the-job or other training to ensure that they are familiar with all aspects and expectations of their new job. Request assistance of the Training Team if needed.
7. Take constructive steps to make the employee successful.
8. Provide periodic feedback to new employees during the transition/learning period.

RESPONSIBILITIES OF THE HUMAN RESOURCES DEPARTMENT

1. Assume the role as advocate for the affected employees through working individually with affected employees to assess their skills and career goals, inform them of job opportunities and contact with City departments or other job sources which may have a possible placement opportunity.
2. Assist employees identifying opportunities for training, and provide guidance for improving job search/interviewing skills, and identifying outplacement opportunities.
3. Assist employees with preparation of a Personal Profile and/or resume.
4. Send Personal Profiles/resumes to departments with relevant vacancies and provide them with supplemental information about the employees. Provide feedback to employees about their placement progress.
5. If it is necessary for someone to be laid off, provide counselling on severance, insurance continuation, retirement options, unemployment benefits, etc.
6. Notify local businesses and governmental agencies, including Mecklenburg County, Charlotte-Mecklenburg Schools, the Coliseum Authority and private companies with similar jobs to make them aware of the layoff and possible contact by the employees.
7. Assist employees with information about outplacement sources.

RESPONSIBILITIES OF THE EMPLOYEES

1. Make every effort become aware of applicable vacancies, including the City vacancy sheet and job advertisement sources.
2. Be willing to be flexible, adapt to change, learn new skills and start at a lower level and work your way up.
3. Prepare for interviews, be on time for interview appointments, ask appropriate questions and present a positive image.
4. Research jobs outside the City, including reading job opportunity ads, making business contacts, visiting the Employment Security Commission office and employment agencies.
5. Reflect on your job related strengths and weaknesses, assess your current skills, determine if additional training is indicated and how you propose to get it.
6. If provided with an opportunity in another key business, prove you are a good learner, display a positive outlook, work towards being of value to your new organization, pay particular attention to your attendance, safety practices and the way they do business in the new department.
7. Continue to satisfactorily perform the duties of your present position until you leave the job without a loss of productivity or change in job performance.